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ABSTRACT

This volume offers a detailed argument for and description of Total Quality Management (TQM) for institutions of higher education. Chapter 1 elaborates on why TQM is good for higher education and includes some warning as to why implementation at colleges and universities may not be easy. Chapter 2 provides an overview of the history of the TQM movement. Chapter 3 describes TQM in terms of three characteristics of the "House of Quality": (1) the social, technical, and management systems (the superstructure of the House); (2) serving the customer, continuous improvement, managing with facts, and respect for people (the four pillars of quality); and (3) the four cornerstones of quality. These cornerstones are further explained in the next four chapters on: strategy management (chapter 4), process management (Chapter 5), project and team management (Chapter 6), and individual and task management (Chapter 7). Collectively, these chapters provide the guidelines and strategies for implementing total quality efforts at each of the cornerstone levels. Chapter 8 provides guidelines for the potentially difficult and complicated process of initiating a quality improvement program. The final chapter focuses attention on an emerging development in the field of total quality: ISO 9000, an international minimum standard for how manufacturing companies establish quality control methods. An index and glossary are included. (Author/JB)

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